

PROGRAM STAKEHOLDER ENGAGEMENT PLAN



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1. Purpose of the Program Stakeholder Engagement Plan:

The purpose of the Program Stakeholder Engagement Plan is to establish a structured framework for identifying, analyzing, engaging, and managing stakeholders involved in the Ghazi School Digital Learning Improvement Program (GSDLIP) throughout the entire program lifecycle. Stakeholder engagement is a critical component of successful program management because programs typically involve multiple organizations, leadership structures, operational teams, and beneficiaries whose collaboration and support are necessary for achieving program objectives and realizing program benefits.

The Ghazi School Digital Learning Improvement Program aims to modernize the learning environment at Ghazi High School by introducing digital learning infrastructure, strengthening teacher digital competencies, and implementing an online learning platform that supports improved teaching and learning practices. Achieving these outcomes requires coordinated participation from a wide range of stakeholders, including government authorities, program leadership, technical teams, school administrators, teachers, and students. Each of these stakeholders plays an important role in supporting the planning, implementation, and long-term sustainability of the program.

Effective stakeholder engagement ensures that stakeholders clearly understand the program's goals, expected outcomes, and the benefits that the program intends to deliver. When stakeholders are well informed and actively engaged, they are more likely to support program decisions, contribute to program activities, and help resolve challenges that may arise during program implementation. Stakeholder engagement therefore contributes directly to the successful coordination of program activities, the achievement of program objectives, and the realization of long-term program benefits.

The stakeholder engagement process is designed to ensure that stakeholders:

- Clearly understand the program's objectives, scope, and expected outcomes.
- Recognize the strategic importance of the program in supporting improvements in digital education and learning outcomes.
- Provide support for program implementation and decision-making processes.
- Participate actively in program activities, including training programs, technical implementation, and operational integration.

- Provide valuable feedback that supports continuous program improvement and performance monitoring.
- The program involves a diverse group of stakeholders representing multiple levels of leadership and operational responsibility. These stakeholders include strategic decision-makers, program management personnel, technical specialists, and program beneficiaries who will ultimately benefit from the digital learning improvements introduced through the program. Key stakeholder groups include:
 - Ministry of Education leadership, which provides strategic direction, policy alignment, and institutional support for the program.
 - Program governance bodies, including the Program Sponsor and Program Steering Committee, which provide oversight and strategic supervision throughout the program lifecycle.
 - Program management teams, including the Program Manager and Project Managers, who are responsible for coordinating program activities and ensuring successful program implementation.
 - School administration, which plays a critical role in facilitating program implementation at the operational level and integrating digital learning systems within the school environment.
 - Teachers and students, who are the primary participants and beneficiaries of the program and whose active engagement is essential for achieving improved learning outcomes.
 - Technical service providers and digital platform developers, who design, develop, and deploy the digital learning platform and related technologies.
 - IT specialists and technical support teams, who maintain digital infrastructure, ensure system reliability, and provide technical assistance throughout program implementation and operations.

This Stakeholder Engagement Plan establishes clear engagement strategies, communication mechanisms, and coordination processes that enable these stakeholders to collaborate effectively throughout the program lifecycle. The plan defines how stakeholders will be informed about program progress, how their input will be incorporated into program decision-making, and how stakeholder expectations will be managed during program implementation.

Another important purpose of this plan is to ensure that stakeholder engagement supports the program governance structure established for the Ghazi School

Digital Learning Improvement Program. Through structured engagement and communication processes, program leadership can ensure that stakeholders remain informed about program performance, potential risks or issues are identified early, and program decisions are supported by the appropriate governance bodies. This structured approach strengthens accountability, improves transparency, and ensures that program implementation remains aligned with strategic priorities established by the Ministry of Education.

In addition to supporting program governance and implementation, stakeholder engagement also plays an important role in benefits realization. The success of the program depends not only on the delivery of digital infrastructure and technology but also on the ability of teachers, students, and school administrators to effectively adopt and utilize digital learning tools. By engaging these stakeholders throughout the program lifecycle, the program can promote the adoption of digital teaching methods, strengthen digital literacy among students, and ensure that the benefits of the program are sustained beyond the completion of program activities.

The stakeholder engagement process also supports effective communication and collaboration among program teams. Because the program includes multiple technical, operational, and administrative activities—such as infrastructure development, teacher training, and platform implementation—continuous communication and coordination among stakeholders is essential for maintaining alignment and ensuring that program activities progress according to the approved roadmap.

Furthermore, this Stakeholder Engagement Plan contributes to the long-term sustainability of the program’s outcomes. By involving key stakeholders in planning, implementation, and operational integration activities, the program strengthens institutional ownership and prepares stakeholders to manage the digital learning systems introduced by the program. This ensures that program benefits, including improved teaching practices and enhanced digital literacy among students, continue to support the education system even after the program has been completed.

2. Stakeholder Engagement Objectives:

The **Stakeholder Engagement Objectives** of the Ghazi School Digital Learning Improvement Program (GSDLIP) are designed to ensure that stakeholders remain informed, involved, and supportive throughout the program lifecycle. Effective stakeholder engagement is essential for coordinating program activities, strengthening collaboration among stakeholders, and ensuring that the program’s strategic goals and expected benefits are successfully achieved. Because the program involves a diverse group of stakeholders—including government authorities, program leadership, operational stakeholders within the school, and technical specialists responsible for digital infrastructure—structured stakeholder engagement is necessary to maintain alignment and cooperation among these groups. The stakeholder engagement objectives provide clear direction for how program stakeholders will be informed, consulted, and involved in program decision-making and implementation activities.

The stakeholder engagement strategy for the program is designed to achieve several key objectives that support both program implementation and long-term benefits realization.

Strategic Alignment

One of the primary objectives of stakeholder engagement is to ensure that all stakeholders clearly understand how the program supports broader national education priorities. The Ghazi School Digital Learning Improvement Program is designed to contribute to national goals such as improving the quality of education, strengthening digital literacy among students, and modernizing teaching practices within public schools.

By communicating the strategic importance of the program to stakeholders, the program leadership can ensure that program activities remain aligned with national education policies and institutional priorities. This alignment also helps strengthen stakeholder commitment and encourages support for program initiatives.

Collaboration

Another key objective is to promote strong collaboration among stakeholders involved in the program. Successful implementation of the program requires coordination between program leadership, project teams, technical specialists, and operational stakeholders within the school environment.

Through structured stakeholder engagement mechanisms—such as governance meetings, coordination meetings, training sessions, and technical workshops—the program encourages collaboration among stakeholders. Strong collaboration helps ensure that program activities are implemented efficiently and that potential challenges are addressed collectively.

Transparency

Transparency is an important objective of stakeholder engagement because it helps build trust and accountability among program stakeholders. The program will maintain transparency by providing stakeholders with accurate, timely, and consistent information about program progress, program performance, and key decisions affecting program implementation.

Regular reporting and communication activities—such as governance reports, progress updates, and coordination meetings—will ensure that stakeholders remain informed about the status of the program and any challenges that may arise during implementation. Transparent communication also supports effective program governance and strengthens stakeholder confidence in program leadership.

Participation

Stakeholder participation is essential for ensuring that program activities are implemented successfully and that program stakeholders feel a sense of ownership and commitment to program outcomes. The stakeholder engagement strategy therefore encourages stakeholders to actively participate in program planning, implementation, and monitoring activities.

Participation may include involvement in program training activities, coordination meetings, governance discussions, and technical implementation efforts. By actively involving stakeholders in these activities, the program ensures that stakeholders contribute their expertise, experience, and feedback to improve program implementation and outcomes.

Support for Benefits Realization

A final objective of stakeholder engagement is to ensure that stakeholders actively support the delivery and long-term sustainability of program benefits. The ultimate goal of the Ghazi School Digital Learning Improvement Program is to improve educational outcomes through enhanced digital learning capabilities, increased digital literacy among students, and strengthened teaching practices supported by modern technology.

Achieving these benefits requires continued stakeholder support even after the program has been completed. Teachers must continue to apply digital teaching methods, school administrators must maintain digital learning infrastructure, and technical teams must ensure the reliability of digital systems. By engaging stakeholders throughout the program lifecycle, the program helps build the commitment and capacity required to sustain these benefits over the long term. Through these stakeholder engagement objectives, the program establishes a structured approach for strengthening collaboration, improving communication, and ensuring that stakeholders remain aligned with program goals. These objectives support effective program governance, successful program implementation, and the sustainable delivery of the program's intended outcomes and benefits.

3. Stakeholder Identification Overview:

Stakeholder identification is a critical step in effective program management because programs typically involve a wide range of individuals, organizations, and groups whose interests, expectations, and participation can influence the success of program implementation. Identifying stakeholders early in the program lifecycle allows the program leadership to understand stakeholder roles, assess their potential influence on the program, and develop appropriate engagement strategies that support successful program delivery.

For the Ghazi School Digital Learning Improvement Program (GSDLIP), stakeholders were initially identified during the program initiation phase. This identification process was conducted as part of the development of the Program Business Case, Program Charter, and Program Governance Framework, where key individuals and groups who may influence or be affected by the program were systematically identified and documented.

The identified stakeholders were then formally recorded in the Program Stakeholder Register, which provides detailed information about each stakeholder’s role, level of influence, interest in the program, and the appropriate engagement strategy required to maintain effective collaboration. The Stakeholder Register serves as the primary reference document for managing stakeholder relationships throughout the program lifecycle.

The Ghazi School Digital Learning Improvement Program involves a diverse group of stakeholders representing different levels of authority, responsibility, and participation in program activities. These stakeholders contribute to the program in various ways, including providing strategic leadership, supporting program governance, implementing program activities, delivering technical solutions, and benefiting from the program’s outcomes.

The major stakeholder categories involved in the program are summarized in the following table.

Stakeholder Category	Description
Government Stakeholders	Ministry of Education leadership and policy authorities responsible for providing strategic direction, policy alignment, and institutional support for the program.
Program Governance	Program Sponsor and Program Steering Committee responsible for program oversight, strategic supervision, and major program decision-making.

Stakeholder Category	Description
Program Management	Program Manager and Project Managers responsible for coordinating program planning, implementation, monitoring, and reporting activities.
Operational Stakeholders	School administration and teachers who support the operational implementation of the program and integrate digital learning practices within the school environment.
Technical Stakeholders	IT support teams and digital platform developers responsible for designing, implementing, and maintaining the digital infrastructure and learning systems introduced by the program.
Beneficiaries	Students who benefit directly from improved digital learning resources, enhanced educational technology, and modern teaching practices implemented through the program.

Each of these stakeholder categories plays an important role in supporting the successful implementation of the program. Government stakeholders provide strategic leadership and policy alignment, while program governance bodies ensure that the program remains aligned with national education priorities and program objectives. Program management teams coordinate program activities and ensure that implementation remains consistent with the approved program roadmap.

Operational stakeholders within the school environment support the integration of digital learning tools into daily educational practices, while technical stakeholders ensure that digital systems and infrastructure operate effectively and reliably. Finally, students represent the primary beneficiaries of the program, and their participation in digital learning activities contributes directly to the achievement of the program’s intended educational outcomes.

Identifying stakeholders across these categories enables the program leadership to develop appropriate engagement strategies tailored to each stakeholder group. By understanding stakeholder roles, responsibilities, and expectations, the program can ensure effective communication, strengthen collaboration among stakeholders, and maintain alignment between program activities and program objectives.

The stakeholder identification process will remain an ongoing activity throughout the program lifecycle. As the program evolves, additional stakeholders may be identified or existing stakeholder roles may change. In such cases, the Program Stakeholder Register and Stakeholder Engagement Plan will be updated to ensure that stakeholder relationships continue to be managed effectively and that

stakeholder engagement remains aligned with program governance and program management practices.

Through this structured stakeholder identification process, the program establishes a strong foundation for effective stakeholder engagement, improved program coordination, and the successful delivery of the Ghazi School Digital Learning Improvement Program’s intended outcomes and benefits.

4. Stakeholder Analysis:

Stakeholder analysis is an essential activity in program management because it helps program leadership understand the level of influence, interest, expectations, and engagement requirements associated with each stakeholder involved in the program. By conducting a systematic stakeholder analysis, the program management team can identify which stakeholders require close engagement, which stakeholders require regular communication, and which stakeholders should be monitored to ensure that their needs and expectations are appropriately addressed.

The **Ghazi School Digital Learning Improvement Program (GSDLIP)** involves multiple stakeholders representing strategic leadership, governance oversight, operational implementation, technical support, and program beneficiaries. Each stakeholder group has different levels of influence over program decisions and varying degrees of interest in the outcomes of the program. Understanding these differences allows the program management team to develop appropriate engagement strategies that support collaboration, effective decision-making, and successful program implementation.

Stakeholder analysis focuses primarily on evaluating three key factors:

Interest Level – the degree to which a stakeholder is affected by or concerned with the outcomes of the program.

Influence Level – the ability of a stakeholder to influence program decisions, program resources, or program outcomes.

Engagement Strategy – the approach used by the program management team to maintain effective communication and collaboration with each stakeholder group.

By evaluating these factors, the program leadership can prioritize stakeholder engagement efforts and ensure that the most influential stakeholders remain actively involved in program governance and strategic decision-making.

The results of the stakeholder analysis for the Ghazi School Digital Learning Improvement Program are summarized in the following table.

Stakeholder	Role	Interest Level	Influence Level	Engagement Strategy
Ministry of Education	Program Sponsor	High	High	Strategic consultation

Stakeholder	Role	Interest Level	Influence Level	Engagement Strategy
Program Steering Committee	Governance oversight	High	High	Regular governance reporting
Program Manager	Program leadership	High	High	Continuous coordination
Project Managers	Project delivery	High	Medium	Operational coordination
School Administration	Operational implementation	High	Medium	Regular coordination meetings
Teachers	Program participants	High	Low	Training and engagement
Students	Program beneficiaries	Medium	Low	Orientation and support
IT Support Team	Technical operations	High	Medium	Technical coordination

The **Ministry of Education**, acting as the **Program Sponsor**, holds both high influence and high interest in the program because it provides strategic leadership, policy alignment, and institutional support for the program. As the primary authority responsible for national education priorities, the Ministry plays a critical role in approving program decisions and ensuring that program activities contribute to broader educational development goals. Strategic consultation and regular reporting are therefore essential to maintain alignment with government priorities.

The **Program Steering Committee** also has high influence and high interest in the program because it is responsible for providing governance oversight and reviewing program performance. The committee monitors progress toward program objectives, evaluates major program decisions, and helps resolve issues that may affect program implementation. Regular governance reporting ensures that the committee remains informed and able to provide timely guidance.

The **Program Manager** holds a central leadership role in coordinating program implementation and managing stakeholder relationships. With high influence and high interest in program outcomes, the Program Manager is responsible for maintaining continuous coordination with both governance bodies and

operational stakeholders to ensure that program activities remain aligned with the program roadmap.

Project Managers are responsible for managing individual component projects within the program, such as digital infrastructure development, teacher training initiatives, and digital platform deployment. These stakeholders have high interest in program success because their work contributes directly to program deliverables. Their influence is moderate because they primarily focus on managing project-level implementation activities. Operational coordination with the Program Manager ensures that project outcomes contribute to overall program objectives.

The **School Administration** plays a critical role in supporting program implementation at the operational level within Ghazi High School. The administration facilitates program activities such as infrastructure installation, teacher participation in training sessions, and integration of digital learning tools into classroom environments. Regular coordination meetings ensure that operational challenges are addressed promptly and that program activities remain aligned with school operations.

Teachers represent an important stakeholder group because they participate directly in digital skills training programs and apply digital teaching methods in their classrooms. Teachers have a high level of interest in the program because the program directly affects their teaching practices and professional development opportunities. However, their influence on strategic program decisions is relatively limited. Engagement strategies therefore focus on training, capacity building, and ongoing support to ensure successful adoption of digital teaching methods.

Students are the primary beneficiaries of the program. They will benefit from improved access to digital learning tools, enhanced educational resources, and modern teaching practices supported by digital technologies. Although students have limited influence over program decisions, they have a moderate level of interest because the program directly affects their learning experience. Orientation sessions and user support mechanisms will help ensure that students effectively utilize the digital learning systems introduced by the program.

Finally, the **IT Support Team** plays an essential role in maintaining the technical infrastructure required for the program. These stakeholders are responsible for supporting computer systems, maintaining network connectivity, and ensuring

the reliability of the digital learning platform. Their influence is moderate because technical challenges can significantly affect program implementation. Technical coordination meetings ensure that system performance issues are addressed quickly and that digital systems remain operational.

Through this stakeholder analysis process, the program management team gains a clear understanding of stakeholder roles, influence levels, and engagement needs. This understanding enables the program to develop targeted engagement strategies that strengthen collaboration, support effective program governance, and ensure that stakeholders remain aligned with program goals and benefits realization objectives throughout the program lifecycle.

5. Stakeholder Engagement Strategy:

The **Stakeholder Engagement Strategy** defines how the Ghazi School Digital Learning Improvement Program (GSDLIP) will interact with stakeholders to ensure their continued support, participation, and alignment with program objectives throughout the program lifecycle. Because the program involves stakeholders with different roles, responsibilities, and levels of influence, a single engagement approach would not be effective. Instead, the program adopts differentiated engagement strategies tailored to the needs and expectations of each stakeholder group.

Effective stakeholder engagement strategies enable the program management team to maintain strong relationships with stakeholders, facilitate collaboration among program participants, and ensure that stakeholders remain informed about program activities and performance. These strategies also support effective program governance by ensuring that key stakeholders are consulted during major program decisions and that operational stakeholders remain actively involved in program implementation.

The stakeholder engagement strategy for the program is designed to promote transparency, encourage collaboration, and strengthen stakeholder commitment to achieving the program’s objectives and expected benefits. By applying appropriate engagement strategies, the program leadership can ensure that stakeholders provide the necessary support, resources, and expertise required to successfully implement program activities.

The engagement strategies adopted by the program are aligned with the stakeholder roles identified in the **Program Stakeholder Register** and the stakeholder influence and interest levels identified during the stakeholder analysis process. The following table summarizes the engagement strategies for the primary stakeholder categories involved in the program.

Stakeholder Category	Engagement Strategy
Program Sponsor	Strategic briefings and decision consultations
Steering Committee	Governance meetings and performance reviews
Program Management	Continuous planning and coordination
Operational Stakeholders	Implementation coordination
Technical Stakeholders	Technical review meetings

Stakeholder Category	Engagement Strategy
Beneficiaries	Orientation sessions and user support

The **Program Sponsor**, represented by the Ministry of Education, plays a key strategic role in guiding the direction of the program and ensuring that program activities align with national education priorities. Engagement with the Program Sponsor will therefore focus on strategic briefings and consultations that support informed decision-making. These briefings will provide updates on program progress, key risks and issues, and major decisions requiring sponsor approval.

The **Program Steering Committee** is responsible for providing governance oversight and ensuring that the program remains aligned with its strategic objectives. Engagement with the Steering Committee will occur through structured governance meetings and performance reviews. During these meetings, the program management team will present program progress reports, discuss key risks and issues, and seek approval for significant program decisions or changes.

The **Program Management Team**, including the Program Manager and Project Managers, will maintain continuous coordination to ensure that program activities remain aligned with the program roadmap and program objectives. This coordination will involve regular planning sessions, progress monitoring activities, and ongoing communication among program teams to address operational challenges and maintain alignment across program components.

Operational stakeholders, including the school administration and teachers, will be engaged through implementation coordination activities. These activities will include coordination meetings, training programs, and operational discussions that ensure the smooth integration of digital learning technologies within the school environment. Regular engagement with operational stakeholders will help ensure that program activities are implemented effectively and that operational challenges are addressed promptly.

Technical stakeholders, including IT support teams and digital platform developers, will be engaged through technical review meetings and coordination sessions. These meetings will focus on the development, implementation, and maintenance of digital learning systems introduced by the program. Technical engagement is essential to ensure that the digital infrastructure operates reliably

and that technical issues are resolved quickly to avoid disruptions to program activities.

Finally, **program beneficiaries**, particularly students, will be engaged through orientation sessions, training activities, and user support mechanisms. These engagement activities will help students understand how to use digital learning platforms effectively and ensure that they benefit fully from the educational technologies introduced by the program.

By applying these engagement strategies, the program ensures that stakeholders remain informed about program progress, actively participate in program activities, and provide the support required for successful program implementation. These strategies also strengthen collaboration among stakeholders, support effective program governance, and contribute to the long-term sustainability of the program's outcomes and benefits.

Overall, the Stakeholder Engagement Strategy provides a structured approach for managing stakeholder relationships throughout the program lifecycle. Through continuous engagement, transparent communication, and collaborative decision-making, the program can maintain strong stakeholder support and ensure that the Ghazi School Digital Learning Improvement Program achieves its intended objectives and benefits.

6. Stakeholder Communication Methods:

Effective communication is a fundamental component of stakeholder engagement and plays a critical role in ensuring that stakeholders remain informed, involved, and aligned with program objectives throughout the program lifecycle. Because the **Ghazi School Digital Learning Improvement Program (GSDLIP)** involves multiple stakeholder groups—including government authorities, program governance bodies, operational stakeholders, technical specialists, and program beneficiaries—structured communication mechanisms are necessary to maintain coordination and collaboration among these participants.

The Stakeholder Communication Methods defined in this plan establish the channels, frequency, and purpose of communication activities that will support stakeholder engagement during program implementation. These communication methods are designed to ensure that stakeholders receive timely information regarding program progress, program performance, emerging risks or issues, and key decisions that may affect the program’s direction or outcomes.

Structured communication helps strengthen program governance, supports effective decision-making, and enables stakeholders to collaborate efficiently. It also promotes transparency and accountability by ensuring that relevant information is shared with stakeholders at the appropriate time and through appropriate communication channels.

Communication activities within the program are aligned with the program governance structure and the stakeholder engagement strategy. Different communication methods are used depending on the role of the stakeholder group, the nature of the information being communicated, and the level of stakeholder involvement required.

The primary communication methods used to support stakeholder engagement are summarized in the following table.

Communication Method	Purpose	Frequency	Participants
Steering Committee Meetings	Strategic oversight	Quarterly	Program Sponsor, Steering Committee
Program Management Meetings	Operational coordination	Monthly	Program Manager, Project Managers

Communication Method	Purpose	Frequency	Participants
Technical Coordination Meetings	Technical issue resolution	Monthly	IT Team, Platform Developers
School Coordination Meetings	Implementation coordination	Monthly	Program Manager, School Administration
Training Workshops	Teacher capacity building	Scheduled sessions	Teachers

Steering Committee Meetings provide strategic oversight and governance supervision for the program. These meetings enable the Program Sponsor and Steering Committee to review program performance, evaluate progress toward program objectives, and discuss major program risks or issues. The meetings also provide an opportunity for the program management team to present strategic updates and seek approval for significant program decisions. Conducting these meetings on a quarterly basis ensures that governance stakeholders remain informed and engaged in guiding the program’s strategic direction.

Program Management Meetings serve as an operational coordination mechanism for the program management team. During these meetings, the Program Manager and Project Managers review program progress, monitor project activities, address operational challenges, and ensure that program deliverables remain aligned with the approved program roadmap. These monthly meetings support continuous coordination among program teams and help ensure that program activities remain on schedule.

Technical Coordination Meetings focus on addressing technical issues related to the digital learning infrastructure and online learning platform introduced by the program. These meetings involve IT support teams and platform developers who are responsible for maintaining system performance, resolving technical challenges, and ensuring the reliability of digital systems. Regular technical coordination helps prevent system disruptions and supports the successful implementation of digital learning technologies.

School Coordination Meetings support the operational implementation of program activities within the school environment. These meetings bring together the Program Manager and school administration to coordinate activities such as infrastructure installation, teacher participation in training programs, and integration of digital learning tools into classroom instruction. Monthly

coordination meetings help ensure that program activities align with school operations and that any operational challenges are addressed promptly.

Training Workshops are designed to strengthen the digital teaching capabilities of teachers participating in the program. These workshops provide teachers with the knowledge and skills required to integrate digital tools into classroom instruction and effectively utilize the digital learning platform introduced by the program. Training sessions also serve as an important engagement mechanism that encourages teachers to actively participate in the program and contribute to the successful adoption of digital teaching practices.

Together, these communication methods create a structured framework that enables continuous stakeholder engagement throughout the program lifecycle. By maintaining regular communication with stakeholders, the program leadership can ensure that stakeholders remain informed about program progress, contribute to program activities, and support the achievement of program objectives.

Overall, these communication channels strengthen collaboration among stakeholders, support effective program governance, and contribute to the successful delivery and sustainability of the Ghazi School Digital Learning Improvement Program.

7. Stakeholder Roles and Responsibilities:

Clearly defining stakeholder roles and responsibilities is essential for ensuring effective program coordination, accountability, and successful implementation of program activities. Because the **Ghazi School Digital Learning Improvement Program (GSDLIP)** involves multiple stakeholders representing strategic leadership, program governance, operational implementation, and technical support, it is important that each stakeholder clearly understands their responsibilities and contributions to the program.

Establishing clear stakeholder responsibilities helps ensure that program activities are carried out efficiently, reduces the risk of confusion or duplication of effort, and strengthens collaboration among stakeholders. It also supports effective program governance by clarifying decision-making authority and defining how different stakeholders contribute to achieving program objectives and delivering program benefits.

Stakeholder roles and responsibilities are aligned with the program governance structure, program management processes, and operational implementation activities defined in the **Program Governance Framework** and the **Program Resource Management Plan**. By aligning responsibilities across these documents, the program ensures that stakeholder engagement activities remain consistent with the broader program management approach.

The primary stakeholder roles and responsibilities within the program are summarized in the following table.

Stakeholder	Responsibilities
Program Sponsor	Provide strategic leadership, ensure alignment with national education policies, secure institutional support for the program, and approve major program decisions that affect program direction and resource allocation.
Steering Committee	Provide governance oversight, review program performance, evaluate progress toward program objectives, and approve major decisions or changes that affect program implementation.
Program Manager	Coordinate stakeholder engagement activities, manage program communications, monitor program progress, address risks and issues, and ensure that program activities remain

Stakeholder	Responsibilities
	aligned with the program roadmap and governance requirements.
Project Managers	Engage project teams and operational stakeholders, coordinate the implementation of component projects, monitor project progress, and ensure that project deliverables contribute to overall program objectives.
School Administration	Support program implementation within the school environment by facilitating infrastructure installation, coordinating teacher participation in training activities, and integrating digital learning systems into daily school operations.
Teachers	Participate in digital skills training programs, adopt digital teaching methods in classroom instruction, and support the integration of digital learning technologies into the educational environment.
IT Support Team	Maintain digital infrastructure, manage computer systems and network connectivity, provide technical support to teachers and students, and ensure the reliability and security of digital learning systems introduced by the program.
Students	Participate in digital learning activities, utilize digital learning tools and resources, and contribute to the achievement of the program’s educational objectives by engaging with the digital learning platform.

The **Program Sponsor**, represented by the Ministry of Education, provides overall strategic leadership for the program. This role is responsible for ensuring that the program remains aligned with national education policies and long-term development goals. The sponsor also provides institutional support and approves major program decisions related to program scope, budget, and strategic direction.

The **Program Steering Committee** provides governance oversight and strategic supervision throughout the program lifecycle. The committee reviews program performance reports, monitors progress toward program objectives, and ensures that program activities remain aligned with the program’s strategic goals. The

Steering Committee also plays an important role in resolving high-level issues that may affect program implementation.

The **Program Manager** is responsible for coordinating program activities and managing stakeholder relationships. This role ensures that stakeholders remain informed and engaged throughout the program lifecycle and that program activities are implemented according to the approved program roadmap. The Program Manager also communicates program progress to governance bodies and ensures that risks and issues are managed effectively.

Project Managers are responsible for overseeing the implementation of individual component projects within the program. These projects may include digital infrastructure development, teacher digital training initiatives, and digital platform implementation. Project Managers coordinate closely with the Program Manager to ensure that project outcomes support the program's overall objectives.

The **School Administration** plays a critical operational role by supporting the integration of program activities within the school environment. This includes facilitating infrastructure installation, coordinating teacher training participation, and ensuring that digital learning technologies are effectively incorporated into the educational system.

Teachers are key participants in the program because they apply the digital skills and knowledge gained through training to improve classroom instruction. Their active participation is essential for achieving the program's objectives related to improved teaching practices and enhanced digital learning experiences for students.

The **IT Support Team** provides technical expertise necessary to maintain the digital systems introduced by the program. This team ensures that computer laboratories, network systems, and digital learning platforms operate reliably and securely. Technical support from the IT team is essential for maintaining system functionality and ensuring uninterrupted access to digital learning resources.

Finally, **students**, as the primary beneficiaries of the program, play an important role in utilizing the digital learning tools and resources introduced through the program. Their participation in digital learning activities contributes directly to the achievement of improved learning outcomes and strengthened digital literacy.

Through clearly defined stakeholder roles and responsibilities, the program establishes a structured framework for collaboration, accountability, and

coordination among stakeholders. This clarity helps ensure that stakeholders understand their responsibilities, work together effectively, and contribute to the successful implementation and sustainability of the Ghazi School Digital Learning Improvement Program.

8. Stakeholder Engagement Monitoring:

Stakeholder engagement monitoring is an important component of effective program management because it ensures that stakeholder engagement activities remain effective, responsive, and aligned with the objectives of the program. Monitoring stakeholder engagement allows the program management team to evaluate whether stakeholders remain actively involved in program activities, whether communication mechanisms are functioning effectively, and whether stakeholder expectations are being appropriately addressed.

For the **Ghazi School Digital Learning Improvement Program (GSDLIP)**, stakeholder engagement will be continuously monitored throughout the program lifecycle. The purpose of this monitoring process is to assess the effectiveness of stakeholder communication, participation, and collaboration and to identify opportunities for improving stakeholder relationships when necessary. By monitoring stakeholder engagement, the program management team can ensure that stakeholders remain informed, supportive, and aligned with the program's strategic objectives and expected benefits.

Monitoring stakeholder engagement also supports the program governance structure by ensuring that governance bodies receive accurate information about stakeholder participation and engagement levels. This information enables program leadership to identify potential engagement challenges early and implement corrective actions to strengthen stakeholder collaboration.

The effectiveness of stakeholder engagement within the program will be evaluated through several monitoring mechanisms.

- **Stakeholder Participation in Meetings**

Participation in governance meetings, coordination meetings, and technical review sessions will be monitored to ensure that key stakeholders remain actively involved in program discussions and decision-making processes. Regular participation indicates strong stakeholder engagement and commitment to program success.

- **Feedback from Teachers and School Administration**

Teachers and school administrators play a critical operational role in implementing digital learning activities within the school environment. Feedback collected from these stakeholders during training sessions, coordination meetings, and operational discussions will provide

valuable insights into the effectiveness of program activities and stakeholder engagement strategies.

- **Program Performance Reviews**

Program performance reviews conducted by the Program Manager and Program Steering Committee will include assessments of stakeholder engagement effectiveness. These reviews will examine whether stakeholder collaboration is contributing positively to program implementation and whether any stakeholder-related challenges are affecting program progress.

- **Stakeholder Satisfaction Surveys**

Periodic stakeholder satisfaction surveys may be conducted to gather structured feedback regarding stakeholder experiences with the program. These surveys will help assess stakeholder perceptions regarding communication effectiveness, participation opportunities, and overall engagement with the program.

- **Program Governance Reviews**

Governance reviews conducted by the Program Sponsor and Steering Committee will evaluate stakeholder engagement as part of the broader program governance process. These reviews will examine whether stakeholder relationships are effectively supporting program implementation and benefits realization.

The results of these monitoring activities will help the program management team determine whether stakeholder engagement strategies remain effective or whether adjustments are required. If monitoring activities indicate declining participation, communication challenges, or stakeholder dissatisfaction, the Program Manager may introduce additional engagement activities or adjust communication strategies to improve stakeholder collaboration.

Continuous monitoring of stakeholder engagement ensures that the program maintains strong relationships with stakeholders throughout the program lifecycle. By maintaining active stakeholder participation, transparent communication, and responsive engagement practices, the program can strengthen stakeholder support and ensure that stakeholder contributions continue to support the successful implementation and sustainability of the Ghazi School Digital Learning Improvement Program.

9. Stakeholder Risks and Issues:

Stakeholder-related risks and issues represent potential challenges that may arise from stakeholder behavior, expectations, participation levels, or coordination among stakeholders involved in the program. Because the **Ghazi School Digital Learning Improvement Program (GSDLIP)** involves multiple stakeholders across strategic leadership, governance bodies, operational teams, technical specialists, and program beneficiaries, it is important to identify and manage stakeholder-related risks that could affect program implementation or the achievement of program objectives.

Stakeholder risks may arise when stakeholders have different expectations, limited participation in program activities, resistance to organizational or technological changes, or coordination challenges between stakeholder groups. If not properly addressed, such risks may affect program timelines, reduce stakeholder support, or limit the successful adoption of program deliverables. Effective stakeholder risk management involves identifying potential risks early, assessing their potential impact on program activities, and implementing mitigation strategies that reduce the likelihood or severity of these risks. Monitoring stakeholder risks also helps program leadership respond quickly when issues arise and ensures that stakeholder relationships remain supportive of program implementation.

The following table summarizes key stakeholder-related risks identified for the program along with their potential impacts and proposed mitigation strategies.

Risk	Impact	Mitigation Strategy
Teacher resistance to digital tools	Reduced adoption of technology and slower integration of digital learning methods in classrooms	Provide additional training sessions, continuous technical support, and demonstrate the benefits of digital teaching practices
Limited stakeholder participation	Reduced coordination among stakeholders and potential delays in program implementation activities	Strengthen communication channels, encourage stakeholder involvement in meetings, and promote awareness of program benefits
Technical stakeholder	Delays in digital platform development, system integration challenges, or technical	Improve coordination between IT teams and platform developers through regular technical meetings

Risk	Impact	Mitigation Strategy
coordination issues	disruptions during program implementation	and structured communication processes

One of the most significant stakeholder risks in digital education programs is **resistance to technological change**, particularly among educators who may be unfamiliar with digital teaching tools or uncertain about integrating technology into their classroom practices. To address this risk, the program will provide comprehensive training programs, ongoing technical support, and opportunities for teachers to build confidence in using digital learning technologies.

Another potential risk involves **limited stakeholder participation**, which can affect program coordination and decision-making. If key stakeholders do not participate actively in governance meetings, coordination sessions, or training activities, program implementation may face delays or operational challenges. To mitigate this risk, the program management team will strengthen communication efforts and ensure that stakeholders clearly understand the importance of their involvement in program activities.

Technical coordination challenges may also occur between stakeholders responsible for developing and maintaining digital learning systems. Effective collaboration between IT support teams and digital platform developers is essential to ensure that the program’s digital infrastructure operates reliably and supports the learning environment. Regular technical coordination meetings and clearly defined communication channels will help ensure that technical stakeholders remain aligned and responsive to program needs.

All stakeholder-related risks and issues identified during program implementation will be formally documented and monitored through the **Program Risk Register** and the **Program Issue Log**. These program management tools provide a structured mechanism for tracking risks, monitoring mitigation actions, and ensuring that stakeholder-related challenges are addressed in a timely manner. By proactively identifying and managing stakeholder risks, the program can strengthen stakeholder collaboration, maintain stakeholder support, and reduce the likelihood of disruptions that could affect program performance. Effective management of stakeholder risks ultimately contributes to the successful implementation and long-term sustainability of the Ghazi School Digital Learning Improvement Program.

10. Stakeholder Engagement Improvement:

Continuous improvement of stakeholder engagement practices is essential for ensuring that stakeholder relationships remain effective, collaborative, and supportive throughout the program lifecycle. Because stakeholder expectations, program conditions, and operational environments may change over time, the stakeholder engagement approach for the **Ghazi School Digital Learning Improvement Program (GSDLIP)** will be periodically reviewed and refined to ensure that engagement strategies remain relevant and effective.

The purpose of stakeholder engagement improvement is to strengthen communication, enhance stakeholder participation, and ensure that stakeholders remain aligned with the program's objectives and benefits realization strategy. By regularly evaluating stakeholder engagement practices, the program management team can identify opportunities to improve collaboration, address communication gaps, and strengthen stakeholder relationships.

Stakeholder engagement improvement activities will be integrated into the program's governance and monitoring processes. During program reviews, governance meetings, and stakeholder feedback sessions, the program management team will assess whether stakeholder engagement strategies are achieving the intended outcomes. If weaknesses or challenges are identified, appropriate improvements will be introduced to strengthen stakeholder involvement and communication.

Several types of improvement actions may be implemented to enhance stakeholder engagement throughout the program lifecycle.

- **Adjusting Communication Strategies**

Communication strategies may be refined to ensure that stakeholders receive the information they need in a clear, timely, and accessible manner. This may include improving communication channels, increasing the frequency of updates, or tailoring communication approaches to better address the needs of different stakeholder groups.

- **Increasing Stakeholder Involvement in Decision-Making**

Encouraging greater stakeholder participation in decision-making processes can help strengthen stakeholder ownership of program outcomes. The program management team may involve stakeholders more actively in governance

discussions, planning activities, and program reviews to ensure that stakeholder perspectives are incorporated into program decisions.

• Strengthening Collaboration Between Technical and Operational Stakeholders

Improved coordination between technical teams and operational stakeholders is important for ensuring that digital learning technologies are effectively integrated into the school environment. Additional coordination meetings, joint planning sessions, or collaborative problem-solving activities may be introduced to improve cooperation between these stakeholder groups.

• Enhancing Feedback Mechanisms

Improving mechanisms for collecting stakeholder feedback can help program leadership better understand stakeholder concerns, expectations, and suggestions for improvement. Feedback may be collected through surveys, training evaluations, stakeholder consultations, or governance discussions. This feedback will help inform adjustments to stakeholder engagement strategies and improve overall program performance.

Continuous improvement of stakeholder engagement ensures that stakeholder relationships remain strong and productive throughout the program lifecycle. By actively reviewing engagement practices and implementing improvements when necessary, the program can maintain stakeholder confidence, strengthen collaboration among stakeholders, and support the successful delivery of program objectives.

Ultimately, effective stakeholder engagement improvement contributes to stronger program governance, improved coordination among program participants, and the long-term sustainability of the program’s benefits.

Maintaining strong stakeholder relationships is therefore an essential factor in ensuring the success of the Ghazi School Digital Learning Improvement Program and its contribution to improved digital learning opportunities for students and teachers.

Approval

Name	Role	Signature	Date
Program Manager	Program Manager		
Program Sponsor	Ministry of Education		
Steering Committee Chair	Governance Leader		